Joint Education and Doctrine

Update

26 March 2009

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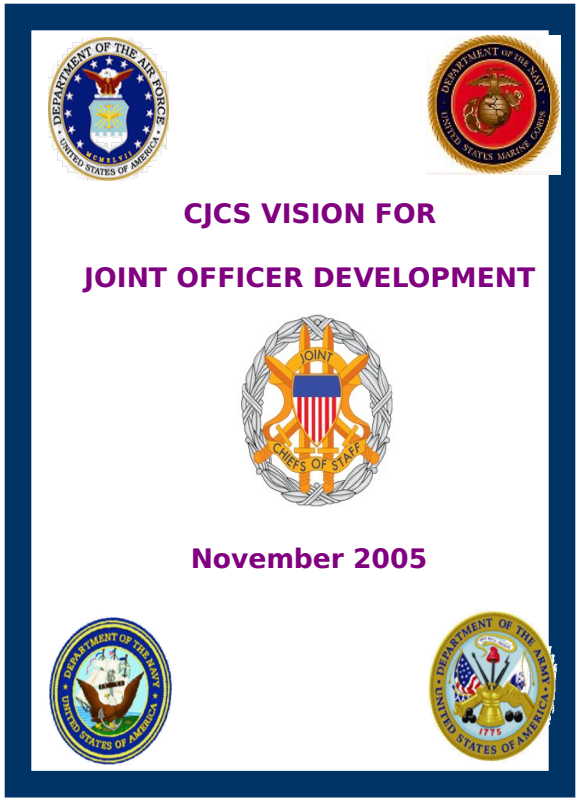
Chief, Joint Education and Doctrine Division, J7

Agenda

- Joint Education Update
  - CJCS JOD Vision
  - JPME Overview
  - Joint Education Working Actions
- Joint Doctrine Update
  - 2009 Snapshot
  - Joint Doctrine Working Actions
  - JP 7-0 Initiative

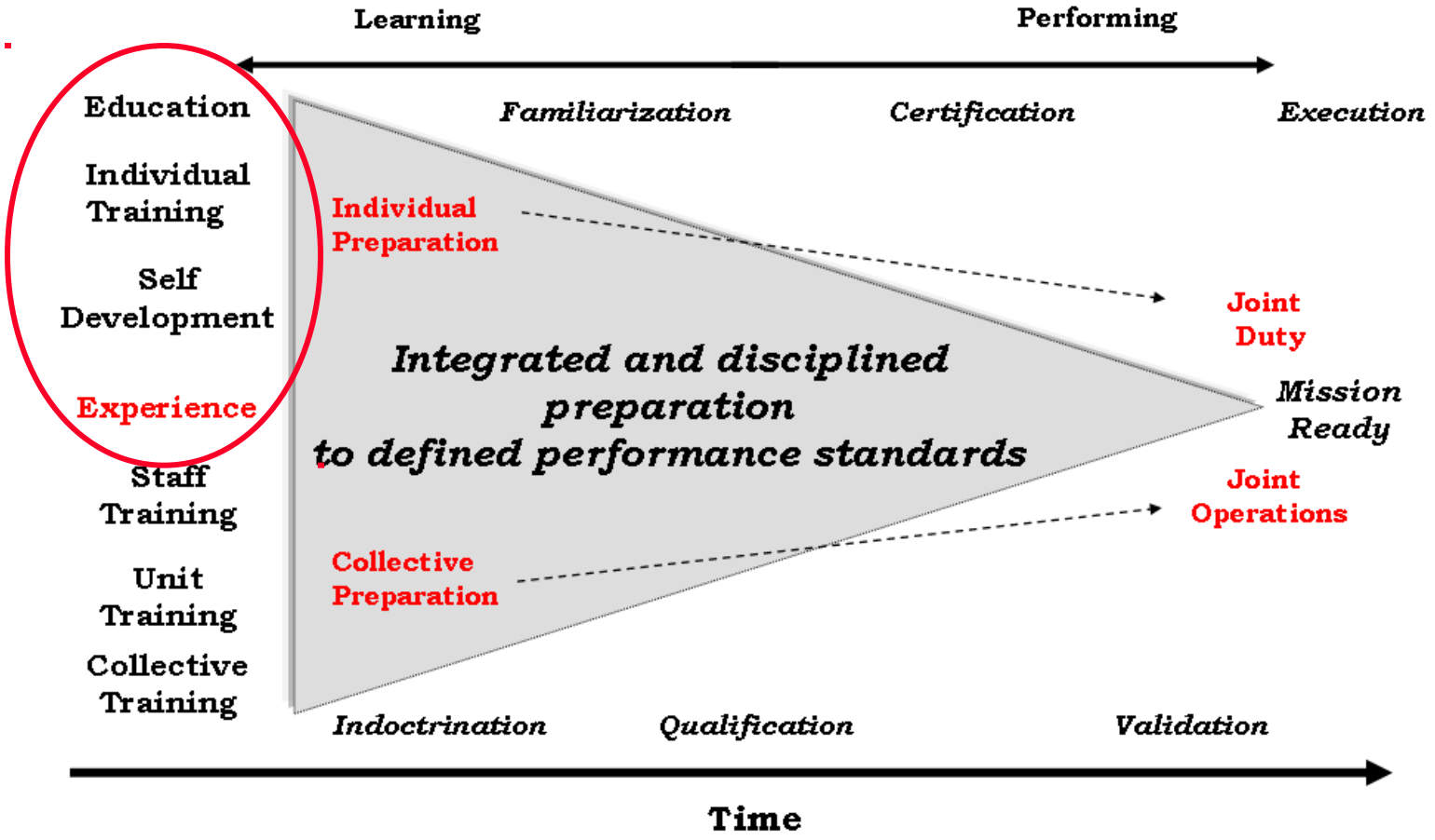
Joint Officer Development
CJCS Vision- Nov 2005



- **Objective:**
  - **Produce the largest possible body of *fully qualified* and *inherently joint officers* suitable for joint command and staff responsibilities in the Capstone Concept for Joint Operations "Envisioned Force"**
- **Focal Point:**
  - **Colonels and Captains (O-6 community)**
    - **Logical culmination point for JOD**
      - **Convergence & divergence of service development strategies**
- **Assumption:**
  - **Joint Officers are built upon Service Officers**

Focus on the Individual

Joint Learning Continuum



Joint Individual Learning Continuum

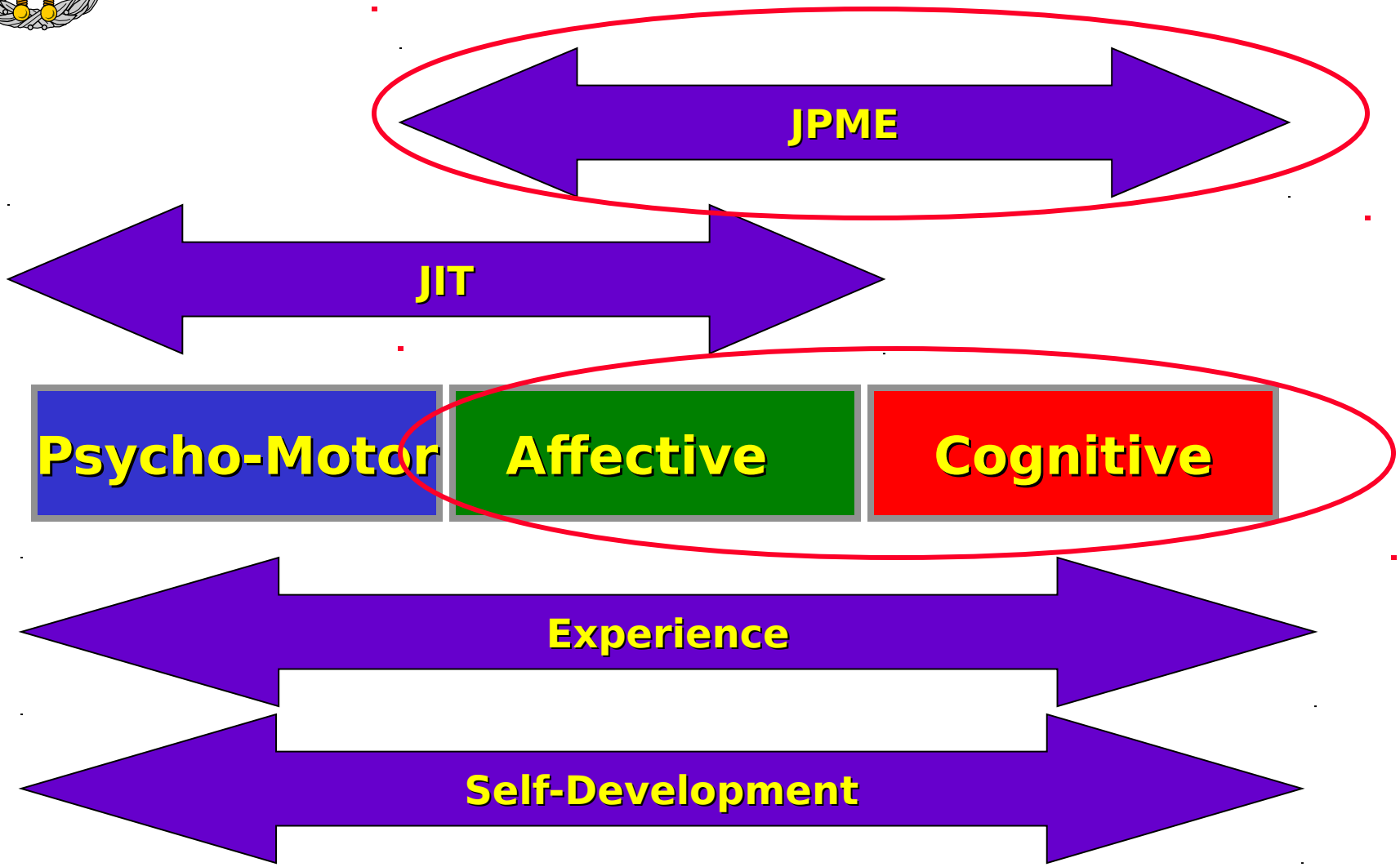
Four Interdependent Pillars

- ***Joint Individual Training (JIT)***…**learning to do**
  - Joint Learning Portal (JLP); “virtual schoolhouse”
- ***Joint Professional Military Education (JPME)*****…learning to th**

- ***Self-development***… **self-directed learning**
  - Self-motivated quest of knowledge
  - Increased Commanding Officer role
- ***Joint Experience*****… practical application of what was learned**
  - Joint experience accrues where jointness is applied

Desired: Multiple Paths of delivery and/or attainment

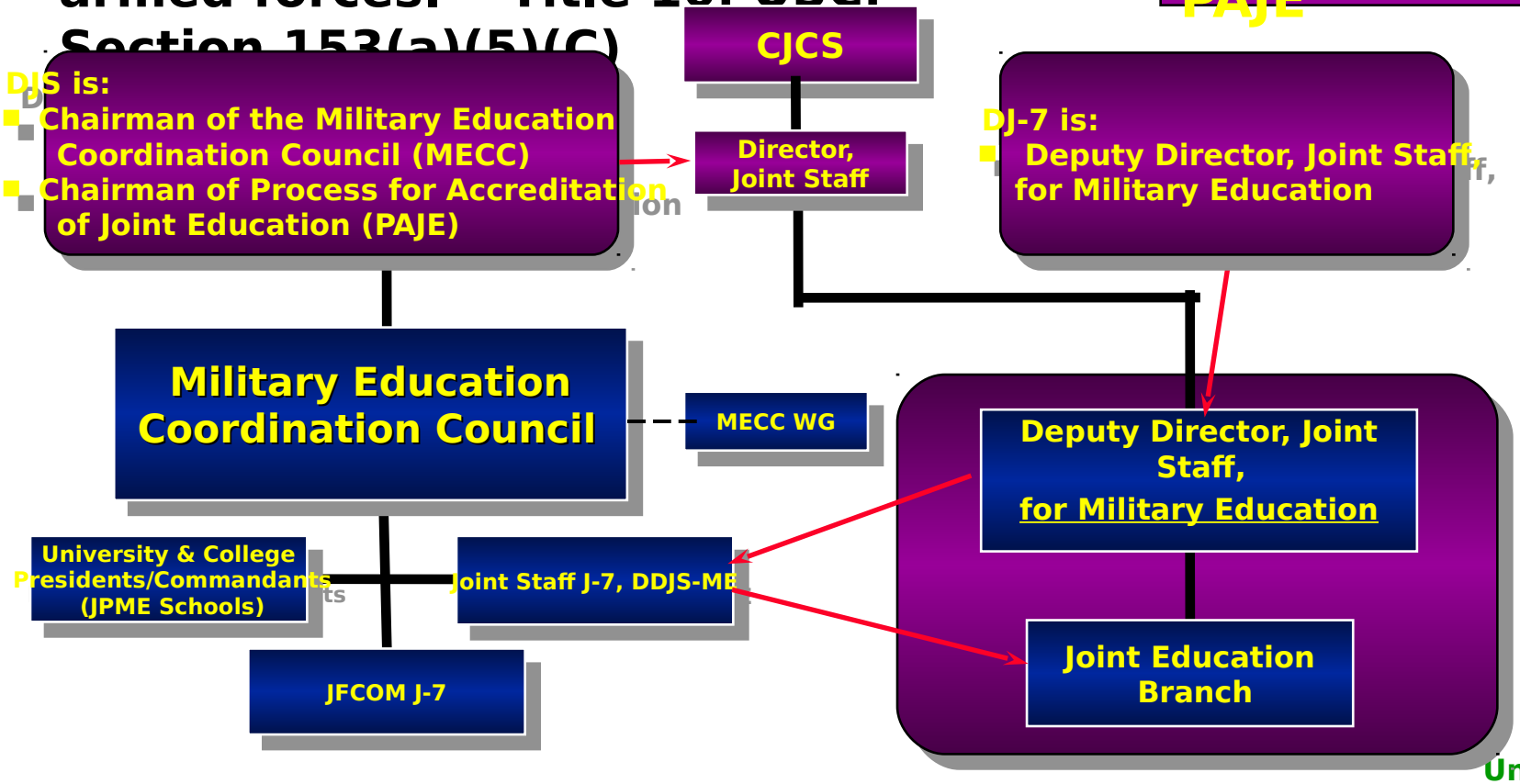
Interdependent Pillars



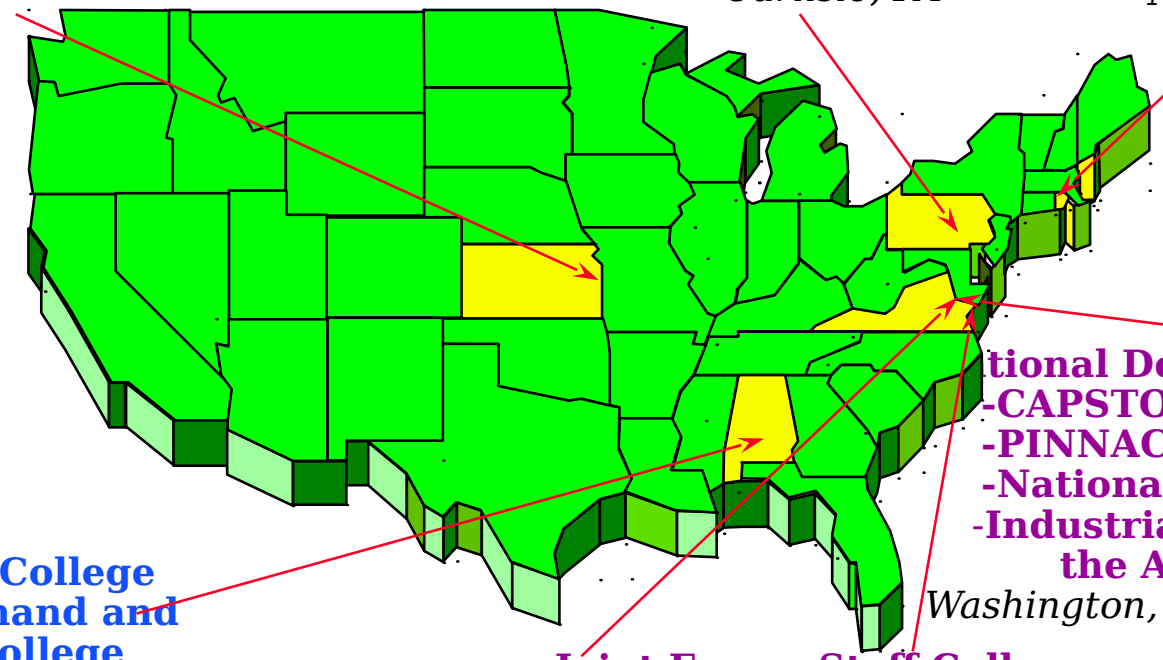
Chairman's Statutory Responsibilities and Officer JPME

- "Formulating policies for coordinating the military education and training for members of the armed forces." Title 10. USC. Section 153(a)(5)(C)

Order – OPMEP
Execute – MECC
Compliance – PAJE


CJCS
DJS is:
Chairman of the Military Education Coordination Council (MECC)
Chairman of Process for Accreditation of Joint Education (PAJE)
Director, Joint Staff
DJ-7 is:
Deputy Director, Joint Staff, for Military Education
Military Education Coordination Council
MECC WG
Deputy Director, Joint Staff, for Military Education
University & College Presidents/Commandants (JPME Schools)
Joint Staff J-7, DDJS-ME
JFCOM J-7
Joint Education Branch

JPME Sites



- **USA Command & General Staff School**
  Leavenworth, KS
- **Army War College**
  Carlisle, PA
- **Naval War College (CNW & CNCS)**
  Newport, RI
- **tional Defense University**
  -CAPSTONE
  -PINNACLE
  -National War College (NW
  -Industrial College of the Armed Forces (ICA
  Washington, DC
- **Air War College**
- **Air Command and Staff College**
  Montgomery, AL
- **USMC War College**
- **USMC Command & Staff College**
  Quantico, VA
- **Joint Forces Staff College (JFSC)** *Norfolk, VA*
  -Joint Combined Warfighting School
  -Joint Advanced Warfighting School
  -Advanced JPME (RC)

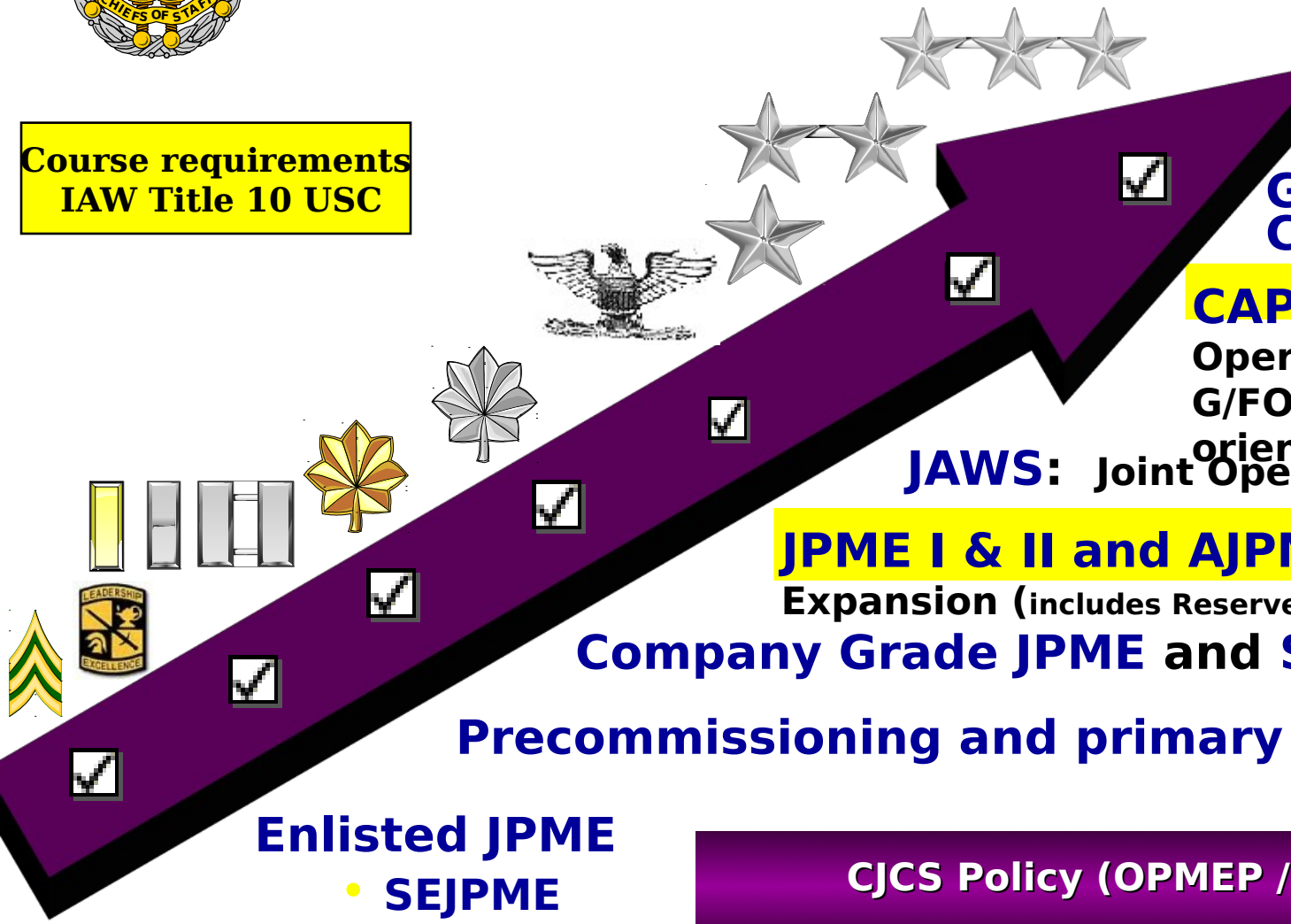
JPME –Purpose & Relationships

- **Education "…conveys general bodies of knowledge and develops *habits of mind* applicable to a broad spectrum of endeavors**
- **PME conveys the broad body of knowledge and develops the *habits of mind* essential to the military professional's expertise in the art and science of war. PME is designed to produce:**
  - **An *intuitive approach* to joint warfighting built on individual service competencies…prepared to operate at appropriate levels of war in a joint environment…capable of generating quality tactical, operational and strategic *thought* from a joint perspective.**
  - ***Critical thinkers* who view military affairs in the broadest possible context…**
- **JPME "…portion of PME that prepares leaders to both co**
  th

JPME entails "Some Joint for All"

JPME Overview

Course requirements IAW Title 10 USC



PINNACLE: Joint Force Cmdrs

G/FO Warfighting Courses

CAPSTONE: Operational/strategic G/FO orientation

JAWS: Joint Operational Artistry

JPME I & II and AJPME: Reform and Expansion (includes Reserve Component)

Company Grade JPME and Service Compet

Precommissioning and primary JPME

Enlisted JPME

- SEJPME
- KEYSTONE

CJCS Policy (OPMEP / EPMEP)

establishes Learning Areas for each course

10

Unclassified

Unclassified

Officer PME Continuum

Educ Level	Precommissioning	Primary	Intermediate	Senior	General/Flag
Education Institution & Courses	Svc Academies ROTC OCS/OTS	Branch, Warfare Specialty Schools Primary-Level PME	Svc Cmd & Staff Colleges JFSC/JAWS	Svc Senior Level Colleges NDU	CAPSTONE JFOWC/JFCCC Pinnacle
Levels of War Emphasized	Conceptual Awareness of all Levels	Tactical	Operational	Strategic	
Focus of Military Education	Intro to Service Missions	Assigned Branch; Warfare or Specialty	•Operational Art •Theater Strategy Plans •NMS •NSS	•Strategic Leadership •NMS •NSS	•Joint Matters & national securi •Interagency •Multinational Operations
Joint Emphasis	Joint Intro •National Military Capabilities & Organization •Foundation of Joint Warfare	Joint Awareness •Joint Warfare Fundamentals •Joint Campaigning	Joint Ops •National Military Capabilities and Cmd structure •Joint doctrine & concepts •Joint/Multinational Forces •Joint Planning •IO and C4ISR	Joint Strategy •NSS •National Planning Sys •NMS & Org •Theater Strategy •IO & C4ISR	Ly Leadershi •NSS •Joint Opl Art Theater Strategy •Military Ops in Joint, IA &

General/Flag Officer Course Summaries

	Focus	Intent	Target Audience	Course Concept
PINNACLE	Senior political-military leadership at the highest levels	Prepare FO / GO's for JTF command	O-8 / O-9 / Civilian Equivalent	Interactive Seminars and VTC's with Cdrs/Guest Spkrs
JFOWC	Theater-level combat leadership responsibilities	Prepare FO / GO's for JTF and Joint Theater Level Cmd.	O-7 / O-8	Seminars Campaign Plan Ex. Crisis Action Ex.
JFACC	Theater-level combat leadership (emphasis Air Power)	Prepare potential JFACC Commanders	O-7 or higher	Seminars, senior leader lectures with Q&A sessions
JFLCC	Theater-level combat leadership (emphasis Land Ops)	Prepare potential JFLCC Commanders	O-7 or higher	Seminars, senior leader interaction, exercise, and vignettes
CAPSTONE	Joint Operational Matters / NSS /	Prepare for JTF staff and joint command.	O-7	Seminars, field studies, and a Joint Operations

JPME Capacity

	Resident Schools	Non-resident Schools	# of Resident Seats
JPME Phase I	4	4	~2,230
JPME Phase II	8	0	~1,998
AJPME	1		~552

- 100% opportunity for JPME Phase I to eligible officer population
  - Active and Reserve Component
- Limited opportunities for JPME Phase II
  - ~2% of eligible AC officer population
  - ~1.5% of eligible RC officer population

Joint GO/FO Education

Reserve Component
PME II/Jt Experience? (24-30/yr)

ctive Component
JQO (JPME+Jt Assignment)
135-140/yr

Civilian/Interagency
Varied Background (20-30/yr)

CAPSTONE

C/JFLCC
~45/yr

C/JMCC
~45/yr

C/JFACC
~28/yr

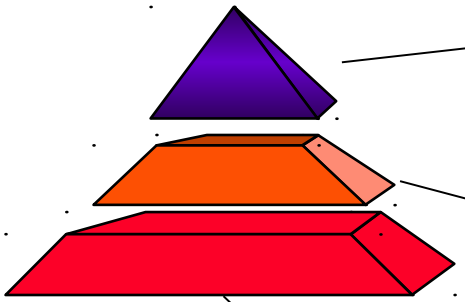
JFOWC
36/yr

Pinnacle
18/yr

Theater Functional Component Commanders
- **National Security Strategy**
- **National Planning Systems and Processes**
- **National Military Strategy and Organization**
- **Theater Strategy and Campaigning**
- **Information Operations**

Enlisted JPME Program

Three Tiered Program



Senior EJPME

CJCS-Sponsored Courses

CSEL
KEYSTONE
Course

Senior Enlisted JPME Course

Career EJPME

Embedded in Service Intermediate, Senior, & Executive Level Programs

Career EJPME

Basic EJPME

Embedded in Service Introductory and Primary Level Programs

Basic EJPME

Level of Complexity (Joint

E1 E2 E3 E4 E5/E6* E6*/E7 E8

Junior and Mid-grade Personnel

Senior Enlisted Leaders

* SERVICE DEPENDENT

Joint Education: Working Actions

- Policy Updates
  - Officer PME Policy
  - Enlisted PME Policy
  - JOD Vision (Re-issue)
- JPME II Alternate Delivery Initiative
- Special Areas of Emphasis
- National Security Professional Development

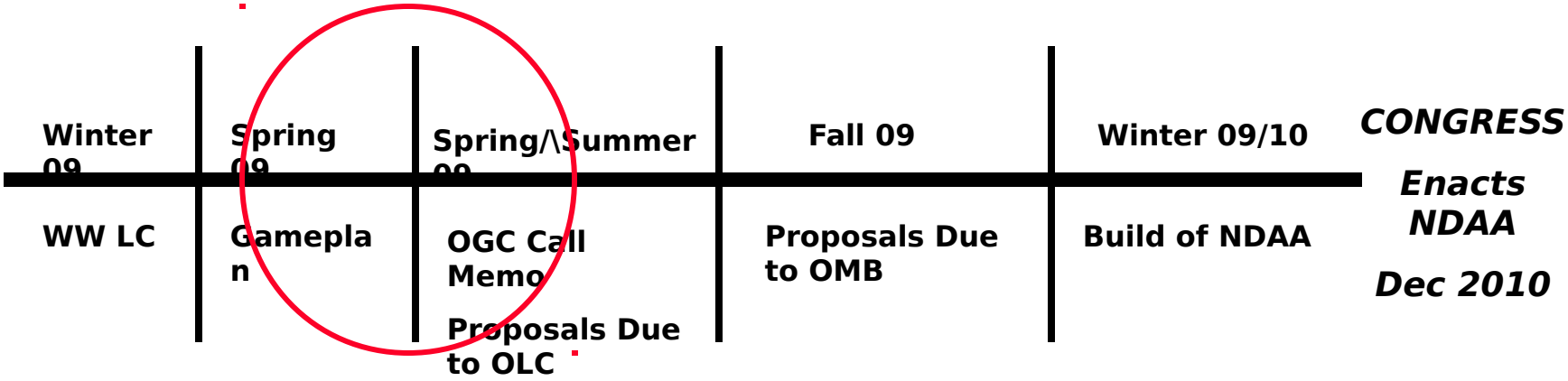
JPME II Alternate Delivery Initiative

- JPME II is legislatively directed as in-resident education
  - Joint Officer Development chokepoint: ~2,000 seats/ year
- Consensus: More JPME II throughput is desired
- NDU task: (May 2007)
  - Develop two COAs (remote campus & blended)
  - Factor a student population of 45-100 students at each location
    - Total potential increased throughput approximately 1,000 students/year
  - Utilize the relevant joint acculturation standards in the OPMEP
- NDU submission received October 2007
  - Proposes 3 COAs
    - Staffed to Combatant Commands and Services
    - Briefed to OPSDEPS Tank (2008)

Education Legislative Updates
FY 11 NDAA

- **JPME-II Non-resident delivery**
  - **Legislative "game plan" submitted to OCJCS LA**
  - **Goal: FY11 legislative authority**

- **FY 11 NDAA Timeline (estimate)**



2009 Proposed SAE

SAE	Sponsor	Status
Building Partnership Capacity	Joint Staff J-5	Re-nominated. Formerly "Military Supp to SSTRO"
Countering Ideological Support to Terrorism (CIST)	Joint Staff J-5	Re-nominated
Defense Support of Civil Authorities	USNORTHCOM	Re-nominated
Net-Centric Information Sharing	DOD CIO	Re-nominated
Strategic Communication	OSD (formerly JS)	Re-nominated
Irregular Warfare	Joint Staff J-3	Re-nominated
Operational Contract Support Education for Non-acquisition DoD Personnel	OSD	NEW
Space as a Contested Environment	Air War College	NEW
Psychological Health Awareness	CJCS WSC TF	NEW

National Security Professional Development

- **Executive Order 13434 – National Security Professional Development (17 May 2007)**
- **National Strategy for the Development of Security Professionals (July 2007)**
- **National Strategy Implementation Plan (Dec 2007)**

"In order to enhance the national security of the United States…it is the policy of the United States to promote the education, training, and experience of current and future professionals in national security positions…"

EO 13434 – Section 1

Joint Staff Equities in NSPD Implementation

J-5

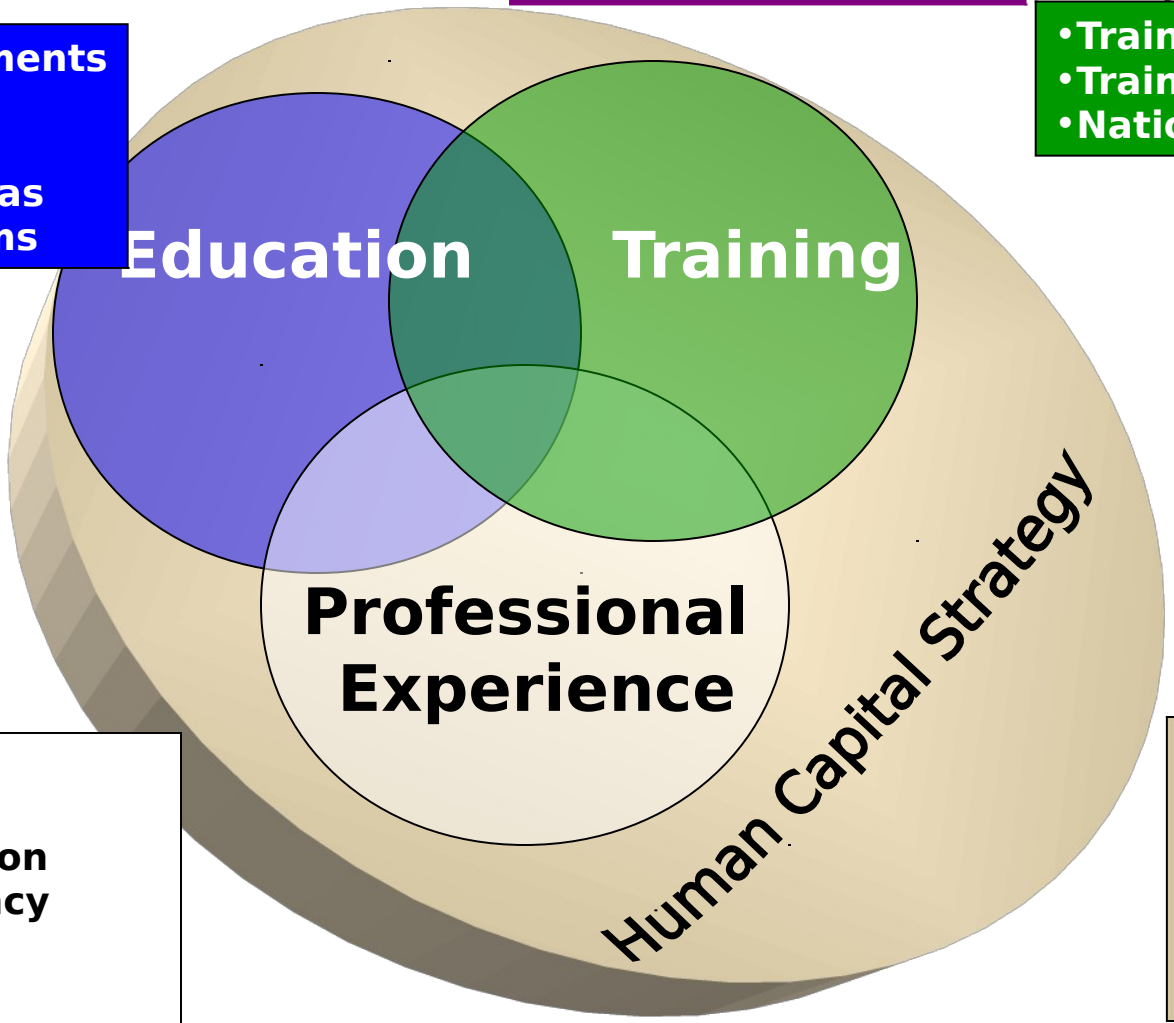
- Partnership Capacity

J-7 (JEDD)

- Education requirements
- Joint Education
- NSPE Policy
- NSPE Learning Areas
- NSEC Pilot Programs

J-7 (JETD)

- Training requirement
- Training consortia
- National Exercises



J-1

- NSP Billet Identification
- NSP Qualification
- Dept/Interagency Exchanges
- Business rules
- Joint Officer

J-1

- Business rules
- Tracking
- Recruiting
- Incentives
- Retention

Joint Doctrine Update

Unclassified

JOINT DOCTRINE HIERARCHY

KEYSTONE PUBS

*Joint Doctrine 1

Joint Personnel 1-0
- Legal Support 1-04
- Religious Support 1-05
- Financial Management 1-06

Joint Intelligence 2-0
- Joint Intel Supt to Ops 2-01
- CI and HUMINT Support 2-01.2
- Intel Prep of Battlespace 2-01.3
- Geospatial Information 2-03

*Joint Operations 3-0
- Countering Air & Missile Threats 3-01
- Amphib Ops 3-02
- Amphibious Embarkation Debarkation 3-02.1
- Interdiction 3-03
- Shipboard Helo Ops 3-04
- Joint Special Operations 3-05
- Jnt Spec Ops Task Frc Ops 3-05.1
- Urban Operations 3-06
- Antiterrorism 3-07.2
- Peace Operations 3-07.3
- Counterdrug Ops 3-07.4
- Interagency Coordination 3-08
- Fire Support 3-09
- Laser Desig Ops 3-09.1
- Close Air Support 3-09.3
- Security in Theater 3-10
- NBC Defense 3-11
- Information Operations 3-13
- EW 3-13.1
- PSYOP 3-13.2 (3-53)
- OPSEC 3-13.3
- Military Deception 3-13.4
- Space Operations 3-14
- Barriers & Mines 3-15
- Multinational Operations 3-16
- Amphibious Embarkation 3-02.2
- Air Mobility Ops 3-17
- Forcible Entry Ops 3-18
- Foreign Internal Defense 3-22 (3-07.1)
- COIN 3-24
- CT 3-26
- HLD 3-27
- Civil Support 3-28
- Humanitarian Assistance 3-29 (3-07.6)
- C2 Joint Air Ops 3-30
- Joint Land Ops 3-31
- JFMCC 3-32
- JTF Headquarters 3-33
- Engineer Operations 3-34
- Deployment & Redeployment 3-35
- Combating WMD 3-40
- CBRNE CM 3-41
- Personnel Recovery 3-50
- Airspace Control 3-52
- Civil-Military Operations 3-57
- Meteorological & Oceanographic 3-59
- Targeting 3-60
- Public Affairs 3-61
- Detainee Operations 3-63
- NEO 3-68

Joint Logistics 4-0
- Defense Trans System 4-01
- Sealift Support 4-01.2
- Terminal Ops 4-01.5
- JLOTS 4-01.6
- Health Support 4-02
- Petroleum & Water 4-03
- Mobilization Planning 4-05
- Mortuary Affairs 4-06
- Common User Logistics 4-07
- Logistics in Multinat'l Ops 4-08
- Global Distribution 4-09
- Contractor Management 4-10
- Movement Control 4-01.3
- Theater Distribution 4-01.4
- Resrv Compnt Callup 4-05.1

Joint Plans 5-0

Comm System Support 6-0

Dictionary 1-02

LEGEND
05 March 2009
76 Joint Doctrine Pubs

- Joint Pubs that have completed development or revision
- Joint Pubs in revision

73 APPROVED (18 In Revision)

- Joint Pubs under development
- Joint Pubs to be developed

3 Under Development

- Joint Pubs to be consolidated or deleted pending development or revision of superceding publications (4)

* Joint Pubs with pending change

Unclassified

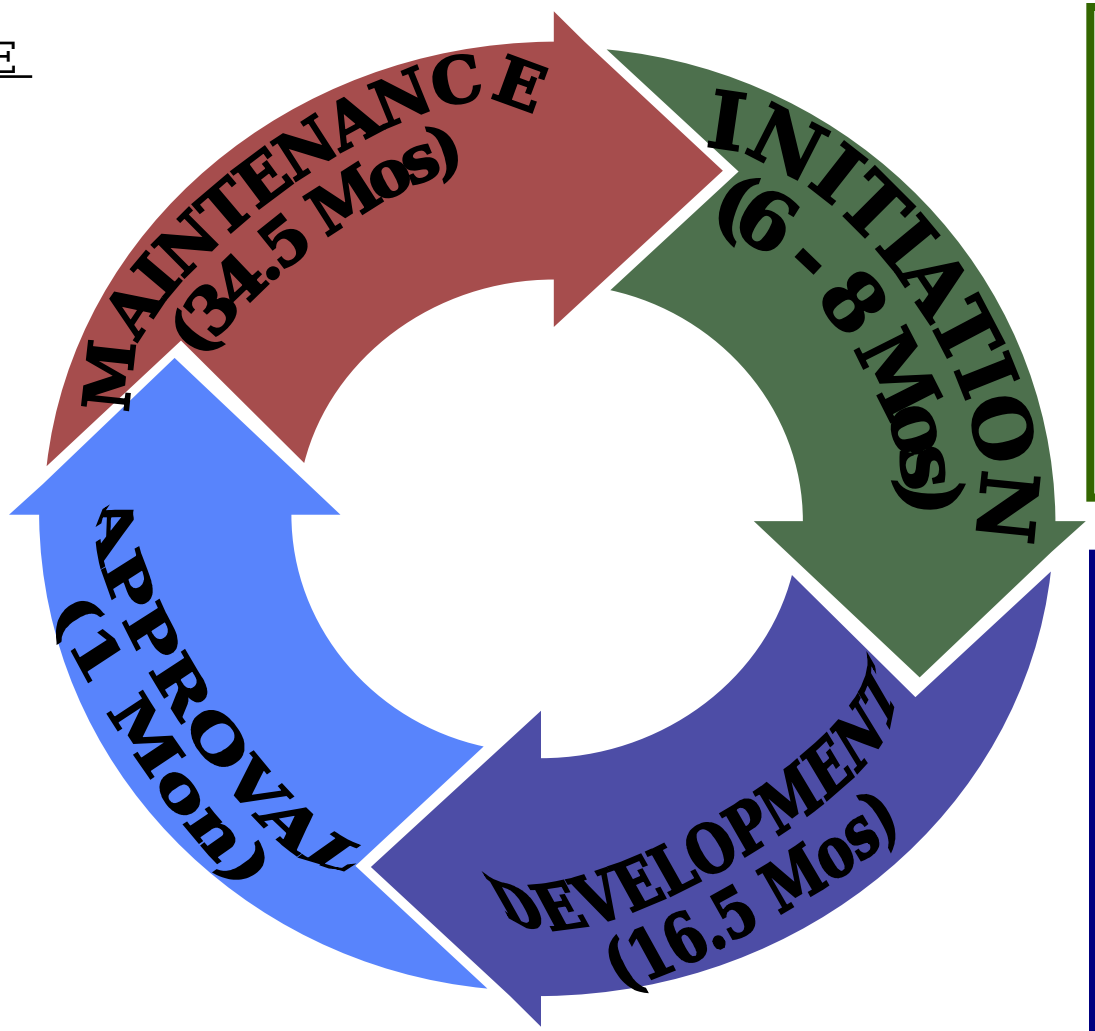
Current Joint Doctrine Snapshot

- **Hierarchy (CY09)**
  - **76 pubs (73 existing, 3 under development)**
  - **18 under revision (24%)**
  - **9 publications signed in 2008**
  - **1 publication signed so far this year (17 scheduled)**
  - **At the close of CY09 62% of pubs will be less than 3 years old**
- **CJCSI 5120.02(A) *Joint Doctrine Development System,* Revised**
- **Joint Doctrine and Education Electronic Information System (JDEIS)**
  - **updated (https://jdeis.js.mil/jdeis/generic.jsp)**
- **Joint Electronic Library (JEL)**
  - **updated (http://www.dtic.mil/doctrine/nipr_index.html)**
- **Joint Doctrine Development Tool – Undergoing field testing**

March 2009 Pub Snapshot

MAINTENANCE

JP 1-0
JP 1-02
JP 1-04
JP 1-06
JP 2-0
JP 2-03
JP 3-01
JP 3-03
JP 3-04
JP 3-05.1
JP 3-07.3
JP 3-07.4
JP 3-09
JP 3-09.1
JP 3-11
JP 3-13.1
JP 3-15
JP 3-16
JP 3-18
JP 3-27
JP 3-28
JP 3-33
JP 3-34
JP 3-35
JP 3-41
JP 3-50
JP 3-57
JP 3-59
JP 3-60
JP 3-63
JP 3-68
JP 4-0
JP 4-05.1
JP 4-07
JP 4-10



INITIATION

JP 2-01
JP 2-01.2
JP 3-05
JP 3-07.2
JP 3-08
JP 3-13.3
JP 3-13.4
JP 3-32
JP 4-01
JP 4-01.2
JP 4-01.6
JP 4-02
JP 4-08
JP 5-0

DEVELOPMENT

JP 1-05
JP 2-01.3
JP 3-02
JP 3-02.1
JP 3-06
JP 3-09.3
JP 3-10
JP 3-13
JP 3-13.2
JP 3-17
JP 3-22
JP 3-24
JP 3-26
JP 3-30
JP 3-31
JP 3-40
JP 3-52
JP 3-61
JP 4-01.5
JP 4-03
JP 4-05
JP 4-06
JP 4-09
JP 6-0

APPROVAL

JP 1-Ch 1
JP 3-0-Ch 2
JP 3-29 - Pending

Joint Doctrine: Working Actions

- **Continuous Assessment & Revision Efforts**
  - ***FYSA*: JP 3-0 and JP 5-0 to begin revision in 2009**
  - **Expanded Interagency Interest and participation**
    - **Example: USG Guide to COIN**
- **Expanded Access (JDEIS)**
  - **DOCNET courseware**
    - ***New in 2009*: Joint Intelligence, Joint Interdiction, Countering Air and Missile Threats, Peace Operations, Joint Targeting**
  - **PODCASTs**
- **Joint Doctrine Survey**
- **JP 7-0 Initiative**

2009 Joint Doctrine Survey

- 2 surveys conducted
  - Dec 2008: Requested by the Director, Joint Staff
    - 3000+ respondents from CCDRs and JPME venues
  - Dec 2008-Feb 2009: On-line via JDEIS
    - 4500+ respondents
- General Observations
  - 90% use Joint Doctrine, 50% weekly
  - 4% dissatisfied with content, clarity or format
  - 64% prefer DOCNET and new PodCasts (visual learning)
- Compared to 2006 Survey
  - 10% increase in Joint Doctrine usage
  - 11% increase in satisfaction with Joint Doctrine
  - 750 respondents in 2006 vs. 7500+ in 2008-9

A Proposal

Joint Publication 7-0
"Joint Force Development"

Joint Force Development Considerations

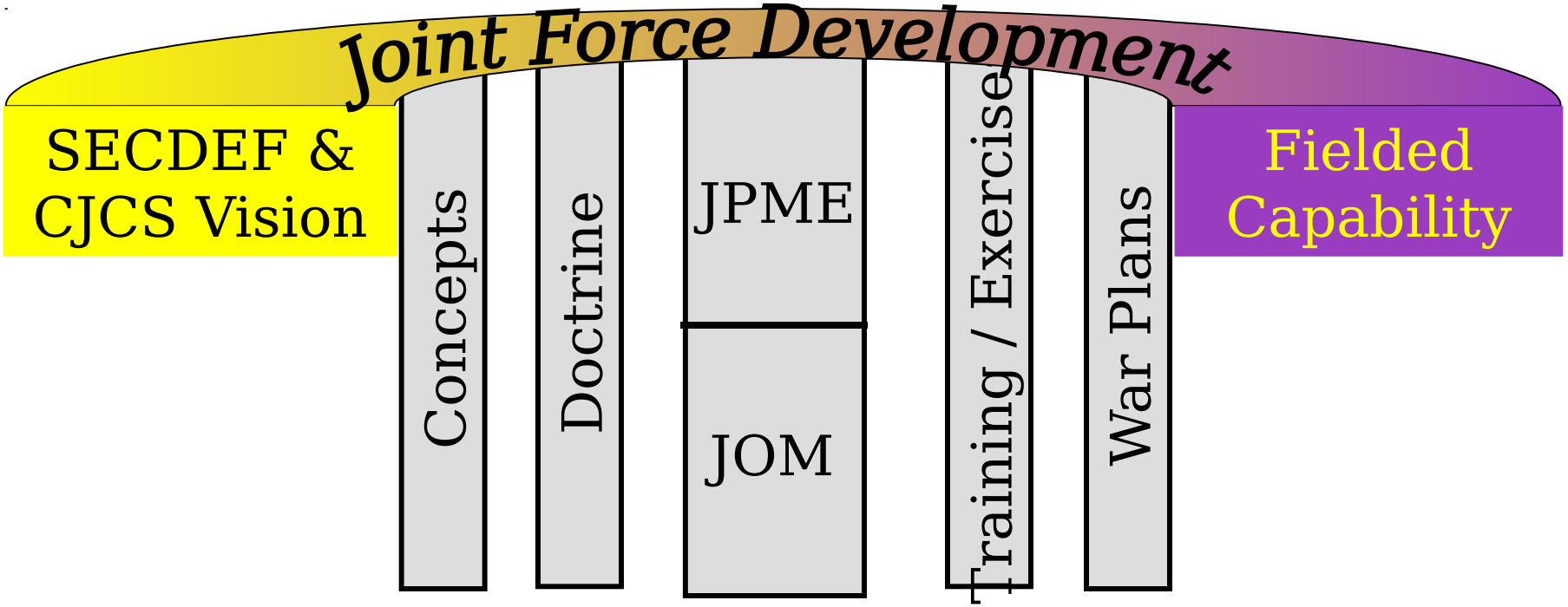
What is it?

- **A <u>possible</u> scope…The deliberate, iterative and continuous process of planning and developing the current and future joint force.**

What are we concerned with?

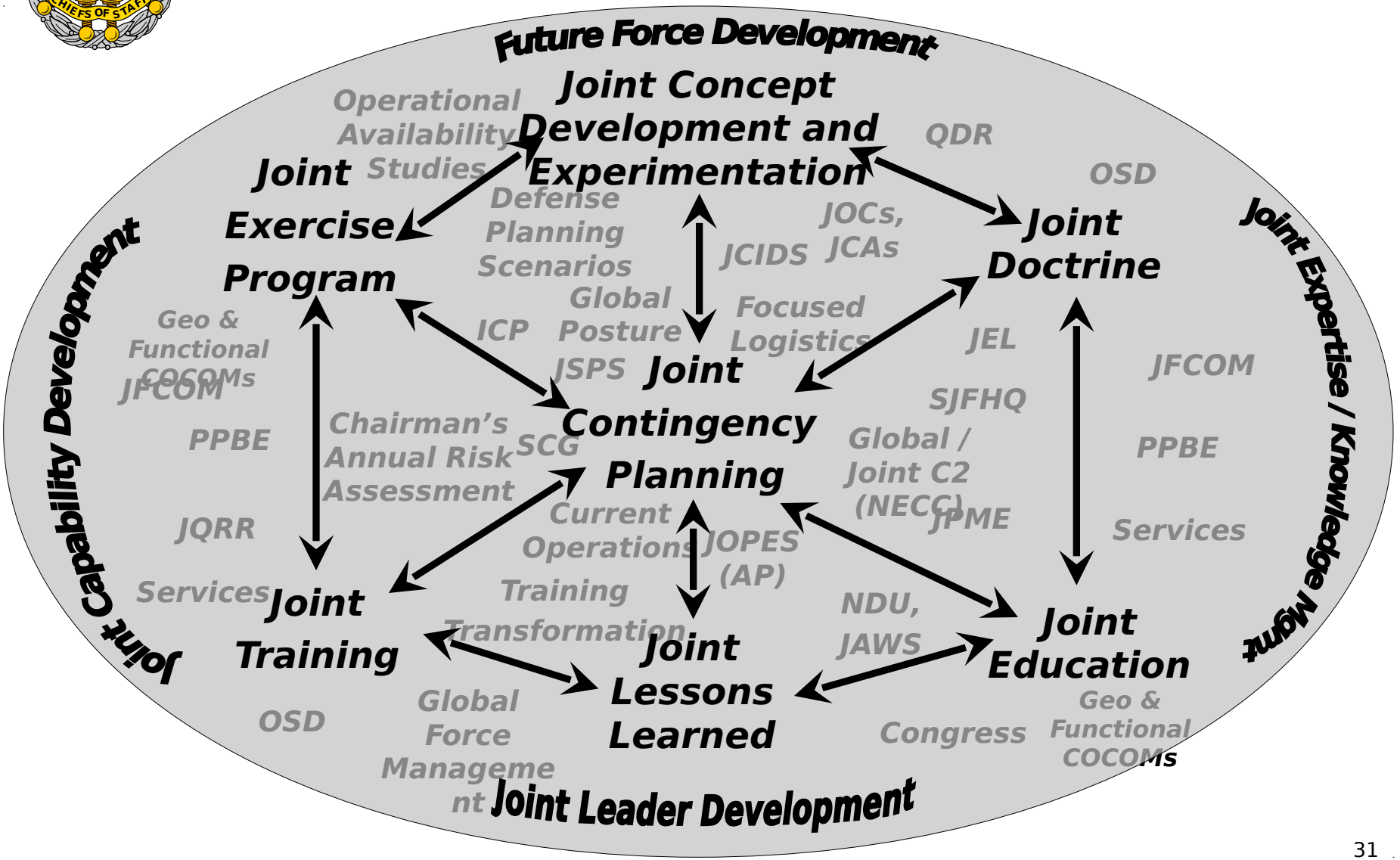
- A <u>consideration</u>… Enhancing joint warfighting by guiding the development of the joint force, today and tomorrow, through advancement of transformational joint concepts which are refined into relevant doctrine, promulgated through high quality, career long education and training, validated through a robust exercise program, resulting in decisive, adaptable war plans.

Joint Force Development...a Bridge



JCA Tier 2: Force Preparation

Clear as day?


Future Force Development
Joint Concept Development and Experimentation
Operational Availability Studies
QDR
OSD
Joint Exercise Program
Defense Planning Scenarios
JCIDS
JOCs, JCAs
Joint Doctrine
Joint Capability Development
Joint Expertise / Knowledge Mgmt
Geo & Functional COCOMs
ICP
Global Posture
Focused Logistics
JEL
JFCOM
JSPS
Joint Contingency Planning
SJFHQ
JFCOM
PPBE
Chairman's Annual Risk Assessment
SCG
Global / Joint C2 (NECC)
PPBE
JQRR
Current Operations
JOPES (AP)
JPME
Services
Services
Joint Training
Training Transformation
NDU, JAWS
Joint Education
Joint Lessons Learned
OSD
Global Force Management
Congress
Geo & Functional COCOMs
Joint Leader Development

JP 7-0 Intent

- Record "wisdom" re Joint Force Development writ large
- Narrative description in breadth and depth
  - Guided by the relevant policies now extant (*examples*)
    - T2 Strategic Plan and related documents
    - DODI 1322.18 (Military Training)
    - CJCSI 1800.01 series (Officer PME Policy)
    - CJCSI 5120.02 (Joint Doctrine Development System)
    - CJCSM 3500 series/CJCSN 3500.01

An idea for consideration…thoughts and feedback?

- Not a Joint Staff view but a joint community view

JPME II Alternate Delivery Options

Site Requirements

Site	Students	Operations	Facilities
CENT/SOCOM	309/395*	TDY/Stable	Rehab
SOUTHCOM	208	Distributed	Lease/MILCON
JFCOM	615	Stable	Rehab
TRANSCOM	239	Stable	Base/vacated
STRATCOM	803	Distributed	Limited
NORTHCOM	368	Distributed	Lease
PACOM	491*	Distributed	Yes
NCR	395*	Stable	NDU
EUCOM	682	Distributed/TDY	Yes

* Estimate from JS/J1 based on 50% of funded O4 – O6 billets

Service vs Joint Educational & Trai
Responsibil

Pvt / 2ndLt — **Training and Education Continuum** — SgtMaj / Gen

JPME II Alternate Delivery Options
COA Descriptions

- **COA I – "Remote campus seminar"**
  - **Similar to JCWS**
  - **9 resident seminars**
- **COA II – "Blended"**
  - **Similar to AJPME**
  - **Blend of distance learning and face- to- face (F2F)**
- **COA III – "Hybrid"**
  - **COA I and/or COA II offered at each site**

Cost: Estimate $3M - $4M annually. Dependent on seminars (2-4)

Way Ahead:

1) Brief MECC (Jan 2008)
2) Brief TANK
3) Engage with Congress w/Legislative Change

The Joint Qualification System

TRADITIONAL (STANDARD) PATH
S-JDA (JDAL)

- Statutory Tour Lengths
  - 36 month (O-6 & below)
  - 24 month (GFO)
- Tour Length Waivers Available
- JPME I & II / AJPME Required
  - JPME Waiver Available

Converts to Pts

EXPERIENCE PATH
E-JDA

LEVEL I
+ 18 Points & JPME I

LEVEL II
+ 18 Points & JPME II/AJPME

Cum Credit

Full Credit

TOTAL FORCE

JOINT QUALIFIED OFFICER (JQO) [LEVEL III]

GFO Full Joint Credit & CAPSTONE

+ 24 Points & CAPSTONE

Legislated Learning Requirements

NDAA 05 Requirements

All JPME

1. National Military Strategy
2. Joint planning at all levels of war
3. Joint doctrine
4. Joint command and control
5. Joint force and requirements development

<u>JPME-II</u>

1. National security strategy
2. Theater strategy and campaigning
3. Joint planning and systems
4. Joint, interagency & multinational capabilities

Joint Doctrine Defined

- **Joint Doctrine**
  - ***Fundamental principles*** **that** ***guide the employment*** **of US Military forces in coordinated action toward a common objective. It includes terms, tactics, techniques and procedures and represents what is taught, believed, and advocated as what works best.**
  - **Its purpose is to enhance the operational effectiveness of US Forces**
  - **It will be promulgated by the Chairman of the Joint Chiefs of Staff in coordination with the combatant commands, Services, and Joint Staff.**
  - **It is authoritative guidance and will be followed except, when in the judgment of the commander, exceptional circumstances dictate. (It is not directive)**

Joint Publications Revised in 2008

PUBS APPROVED

JP 1-06 *FINANCIAL MGT SUPPORT IN JOINT OPS* (MAR 08)
JP 3-04 *JOINT SHIPBOARD HELO OPERATIONS* (SEP 08)
JP 3-11 *OPERATIONS IN CBRN ENVIRONMENTS* (SEP 08)
JP 3-18 *JOINT FORCIBLE ENTRY OPERATIONS* (JUN 08)
JP 3-57 *CIVIL-MILITARY OPERATIONS* (JUL 08)
JP 3-59 *METEOROLOGICAL AND OCEANOGRAPHIC OPS* (SEP 08)
JP 3-63 *DETAINEE OPERATIONS* (MAR 08)
JP 4-0 *JOINT LOGISTICS* (JUL 08)
JP 4-10 *OPERATIONAL CONTRACT SUPPORT* (OCT 08)

Joint Publications scheduled for approval in 2009

APPROVED PUBS

JP 3-14, *Space Operations (Jan 09)*

PLANNED APPROVALS THRU CY09

JP 3-29, *Foreign Humanitarian Assistance* (Mar 09)

JP 3-40, *Joint Doctrine For Combating Weapons Of Mass Destruction* (Apr 09)

JP 3-26, *Counterterrorism* (Apr 09)

JP 3-02, *Joint Doctrine For Amphibious Operations* (Apr 09)

JP 3-06, *Doctrine For Joint Urban Operations* (May 09)

JP 6-0, *Joint Communications System (May 09)*

JP 3-09.3, *Joint Tactics, Techniques, And Procedures For Close Air Support (CAS)* (May 09)

Continued

JP 3-24, *Counterinsurgency* (May 09)

JP 3-17, *Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations (Jun 09)*

JP 2-01.3, *Joint Tactics, Techniques, And Procedures For Joint Intelligence Preparation Of The Battlespace* (Jun 09)

JP 4-05, *Joint Mobilization Planning* (Jul 09)

JP 3-13.2, *Doctrine for Joint Psychological Operations (Oct 09)*

JP 1-05, *Religious Support in Joint Operations* (Nov 09)

JP 3-30, *Command and Control for Joint Air Operations* (Nov 09)

JP 3-10, *Joint Security Operations in Theater (*Nov 09*)*

JP 4-09, *Joint Doctrine for Global Distribution (Dec 09)*